Summary of Findings, Suggestions and Conclusion
CHAPTER - VII

SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION

7.1 INTRODUCTION

The success of any organisation or business to a large extent depends upon the quality, caliber and character of the people working in it. Inspite of all technological developments, the importance of human resource has no way diminished. Sir Williams petty was of the opinion that labour was “the Father of wealth” and it must be included in any estimate of national income. Wrong kind of human resource proves to be disastrous and causes undesirable tension and worries in the organisation. The cost of such tension and worries are enormous when interpret them from the point of view employee - employer relations, peer relations and superior - subordinates relations. Some times labour problems are the root cause of organisational conflicts, poor turnover and job dissatisfaction.
In this study the researcher has made an attempt to study the “job satisfaction of employees of sugar mills in Erode District”. The study was highly informative and useful. It had thrown light to many hidden facts which was of greater importance to the concern as well as employees. It was understood that efficient and enthusiastic employees are the most valuable and precious assets of the organisation.

The study was very smooth inspite of the following key findings.

### 7.2 FINDINGS

- As per Table No.4.4 the import of sugar was maximum (16 lakhs tonnes) and export was minimum (0.4 lakh tonnes) in the year 2005-06.

- Production of sugar and annual growth were poorest (98.3) in the year 2004-05 as represented in Table No.4.5.

- The Table No.4.6 reveals that total cane crushed, annual growth rate and recovery of sugar were lowest in the year 1998-99 (9.86%).

- As per Table No.4.7 the capacity utilization of the sugar mills was very low (66.8%) in 2004-05.
➤ State-wise production of sugar was minimum in the year 2003-04 (233862 thousand tonnes) as indicated in Table No.4.9.

➤ State-wise yield of sugarcane per hectare was lowest in the year 2003-04 (59.4 tonnes per hectare) as revealed in Table No.4.10.

➤ State-wise production of sugar was minimum in the year 2004-2005 (12691 thousands tonnes) as stated in table No.4.15.

➤ Table No.6.2 reveals that the lowest level of satisfaction is derived to respondents falling in the age group of 36-45 years.

➤ Table No.6.5 indicates that the male respondents are arriving low level satisfaction maximum compared to female respondents.

➤ Table No.6.8 shows that maximum low level satisfaction is derived to respondents who have completed HSC.

➤ Respondents in manufacturing department is getting low satisfaction maximum compared to others as per the Table No.6.11.

➤ Table No.6.11 states that engineering department is getting highest low level satisfaction.

➤ Table No.6.14 reveals that grade II employees are getting the maximum low level satisfaction.
Maximum low level satisfaction is derived to the respondents falling in the experience group of 11 to 20 years as per Table No.6.17.

Table No.6.20 describes that married respondents are getting maximum low level satisfaction compared to unmarried respondents.

Table No.6.23 indicates that maximum low level satisfaction is derived to the respondents having 4-6 dependents.

Table No.6.26 indicates that low level satisfaction is maximum in the case of respondents whose income is Rs.5001-6000.

The Table No.6.29 reveals that maximum low level satisfaction is derived to respondents who are staying in factory house.

7.3 SUGGESTIONS

The following suggestions are put forward to improve the performance of the organisation and employees.

- As import and export position represented negative, all the possible steps should be taken to boost up export and discourage imports, so as to improve the balance of payment position. A nation’s prosperity depends to a large extend on its export and foreign exchange level.
Production of sugar and annual growth rate were poor in 2004-05. Moreover it was stated that total cane crushed, annual growth rate and recovery of sugar were lowest in the year 1998-99. In order to overcome these problems steps should be taken to stabilize production. The quantity of cane which is to be crushed should be increased which in turn will increase the recovery of sugar.

As the capacity utilization of sugar mills was very low in the year 2004-05, the mills can go ahead of utilizing the full installed capacity which will enable them to minimise the per unit fixed cost and consequently the total cost of production come down resulting more profit.

As the state-wise production and per hectare yield of sugar were very poor in the year 2003-04, more incentives can be given to the producers by supplying of high standard seeds, fertilizers, pesticides and even finance. Producers should be given some moral support which will act as a motivating force for more intensive cultivation which will in turn result in mass production.

As maximum level of lowest satisfaction is arrived to respondents falling in the age group of 36 to 45 years the reasons for the same should be enquired of. The causes raised by them should be
thoroughly studied and remedial action should be taken so as to eliminate the low level satisfaction.

- As it was stated that maximum low level satisfaction is derived to male respondents, respondents who have completed HSC level of education, respondents in the manufacturing and engineering departments, a study should be conducted to ascertain the reason for low level satisfaction. A cordial employee – employer relationship should be maintained. As efficient, hard working and sincere employees are the assets of the concern their needs and requirements should be fully satisfied. They should be provided with more welfare and health facilities. By providing proper recreation facilities, amenities and incentives the dissatisfaction of the employees can be eliminated.

- It is understood that Grade II employees, Employees falling in the experience group of 11 to 20 years, married respondents and respondents having 4-6 dependants are getting lesser satisfaction compared to other categories. In order to achieve the goal of the concern all should be satisfied. Dissatisfaction is not a good symptom of success. So take all the steps to overcome the dissatisfaction of the employees by considering their views and problems.
It is also learnt that respondents who fall in the income group of Rs.5001-6000 and who are staying in factory house are deriving maximum low level satisfaction. Income is a main criteria of satisfaction coupled with the comforts. Higher income gives more satisfaction and lower income vice-versa. Steps should be taken to satisfy these two categories of employees. Reasons for their dissatisfaction should be studied. If there are certain major problems they should be rectified to win their hearts.
7.4 CONCLUSION

Human resource management is a management function involving procurement of suitable human resources, train and develop their competencies, motivate and reward them effectively and create in them an urge to be part of the management team, whose aim should be rendering of dedicated committed service for the success and growth of the organisation. Most of the organisations have a number of employees who believe that they are dependent on others and their own efforts have little impact on the performance. In order to overcome this problem the idea of empowerment can be introduced. The empowerment in work setting involves giving employees the means, ability and authority to do something.

Job satisfaction is another criteria which draws the attention of the employees. The job satisfaction is the mental feeling of favourableness which an individual has about his job. Individuals have certain expectations from their jobs and if these expectations are met they feel satisfied. The expectations are based on individuals level of educations, age etc.

The degree of satisfaction of employees depends on their physical and mental health. Productivity is another factor which leads to employee
satisfaction. A happy worker is a productive worker. As a result of liberalization Human resource management acquired new strategic importance.

If the suggestions put forward to improve the employees satisfaction are implemented the concern can achieve its organisational goals successfully.